

April 2012

Bachelor of Applied Science in Management Centralia College

Introduction

Centralia College proposes to offer a Bachelor of Applied Science in Management beginning Fall 2012. This self-supporting degree is uniquely designed to accommodate place-bound students in the region. Enrollment is projected to be 30 students (headcount) in 2012, increasing to 62 students by 2014-15. By 2014-15, 24 students are expected to graduate annually.

Relationship to Institutional Role and Mission and the Strategic Master Plan for Higher Education in Washington

The proposed program will support the college's mission to "improve peoples' lives through lifelong learning" with the goal of providing all students a "quality education while keeping the costs of their college experience as affordable as possible." An affordable, local degree in management will fill a gap in the educational opportunities within the college's district by providing a trained workforce that will help attract and retain businesses and industries. This, combined with the program's unique combination of a cohort hybrid model, directly supports the *Strategic Master Plan for Higher Education's* goals to increase educational attainment and promote economic growth.

Program Need

Centralia College's management program will serve critical local needs. The average annual openings in management positions in Lewis County are expected to increase from 200 to 350 by 2018, most of which will require work experience plus a bachelor's degree. Local employers report that there is a lack of qualified individuals available for management positions. Overall, only 10 percent of Lewis County residents over the age of 25 hold a bachelor's degree of any type. Lewis County needs more residents with bachelor's degrees in management to meet the current needs of local businesses and to attract new businesses to the area.

Program Description

The proposed 180 quarter credit applied baccalaureate degree program will prepare students for management positions in local businesses and for those interested in becoming entrepreneurs. The program's mission is to "graduate individuals who are well-grounded in management knowledge and ethical values, who possess the requisite skills in communications, teamwork, and business fundamentals, and who are ready to provide leadership and effective decision-making to both existing and startup organizations."

The program is designed to serve place-bound students through a cohort hybrid model. Students will be admitted as a group and proceed together through a prescribed sequence of courses. Cohort models are characterized by a collaborative, supportive environment in which collective learning experiences enhance knowledge. The program will also be the only applied baccalaureate degree at a community or technical college to begin as an entirely hybrid program. Each course has a two-hour, face-to-face component each week with the remainder of the course conducted online. The program has a two-year track for students who are able to enroll full-time and a three-year track for students who need a part-time schedule.

Admission Requirements

As part of a cohort model, the college will accept 30 students into the program each fall quarter. Applicants must have earned an associate's or higher degree from a regionally accredited college or university. Prospective students also must have completed courses in English composition, college-level math, social science, natural science, and five additional general education courses. Students with technical degrees may have to complete several quarters of coursework to meet the 25 credits of general education course prerequisites before entering the program.

General Education Requirements

Students will be required to complete 60 quarter credits to meet the general education requirements for the proposed program. This includes 25 quarter credits expected to be satisfied through the associate degree. These credits encompass 10 credits of communication skills, including English 101 and an upper-division communications course; 15 credits of social sciences, including an upper-division course in leadership and organizational behavior; 10 credits of mathematics; 10 credits of humanities, including an upper-division course in ethics; 10 credits of natural science, including one lab course; and five additional credits in one of these areas. Students entering with a transfer associate's degree typically will have completed these requirements as part of their associate's degree program.

Core Coursework

Students will complete 55 quarter credits in core management courses. Students will complete courses in accounting; financial management; business principals, planning, and strategy; human resources; marketing; project management; operations management; and strategic management and policy. Students will also complete a practicum that will focus on understanding the application of management functions through direct interaction with local managers in the private,

public, and non-profit sectors. Their capstone experience will consist of three courses: operations management, strategic management and policy, and a management internship. The internship will require application of the program's learning outcomes in a local business setting.

Faculty Qualifications

Faculty in the proposed program will be required to hold a minimum of a master's degree or a bachelor's degree with a professional certification. College-level teaching experience and significant managerial experience is preferred. Faculty will be responsible for developing and teaching courses in their area of expertise.

Assessment

Courses will be evaluated through the use of student evaluations, administrative observations, and faculty team evaluations. Program administration will work closely with the program's advisory committee to track program performance on a course-by-course basis. This program will be the first to incorporate faculty team evaluations, which will be conducted on a quarterly basis for the first three years to ensure the faculty operate as a "faculty learning community." If this proves useful, faculty team evaluations may be incorporated elsewhere. The program will be evaluated through annual monitoring reports, annual administrative program review, and educational program review.

Accreditation

Program accreditation is not available.

Options beyond the Baccalaureate Degree

The College is still in the process of exploring opportunities for their graduates to matriculate into graduate programs. Discussions are currently underway with City University, Brandman University, Gonzaga University, The Evergreen State College, University of Washington, University of Washington Tacoma, and Western Governor's University.

Program Costs

The proposed program will enroll 30 students (headcount) the first year, increasing to 62 students (headcount) by the third year. The executive director will spend 0.67 FTE overseeing the program while teaching one course each quarter. The program will require 1.0 FTE faculty the first year, 2.0 FTE faculty the second year and beyond of which 1.0 FTE will be tenured/tenure-track and 1.0 FTE will be adjunct. Most of the courses will be taught by existing faculty, although the college plans to hire five or six additional adjunct faculty. A 0.75 FTE administrative assistant will be needed in the first year and 1.0 FTE in the second year. The library will provide 0.20 FTE staff to support the program during the evenings.

At full enrollment in the third year, the total cost of instruction would be \$320,653, or \$12,332 per FTE, assuming 26 FTE are enrolled in the third year. This is slightly higher than the estimated cost of approximately \$10,000 per FTE for Columbia Basin's Bachelor of Applied Management (2009) and for Peninsula College's Bachelor of Applied Management (2007).

The proposed program will be self-supporting through tuition and fees. Tuition will be the same amount as the other state-supported bachelor of applied science programs, which are required to charge the same tuition as the state's regional colleges. In 2011-12, this is \$219 per credit for part-time students taking 10 credits and \$149 per credit for full-time students taking 15 credits. Centralia's budget assumes these rates will increase by approximately 12 percent in 2012-13, which increases the cost per credit to \$246 and \$167 respectively.

External Review

Two external reviewers evaluated the proposal: Dr. Joan McBee, associate professor at Southern Oregon University, and Dr. Deborah Meadows, dean at Columbia Basic College. Both reviewers made several suggestions, all of which were addressed by the college. Dr. Meadows noted that "the degree course selection was well thought through ... the decision of integrating strategic management and understanding how policy guides business practices is a strong course choice." Dr. McBee stated that "I like how most of the classes have a practical component such as an applied final project."

Staff Analysis

The proposed program will expand access to higher education in the South Puget Sound Region in a way that supports the *Strategic Master Plan for Higher Education* and Centralia College's mission. The proposed program will respond to employer, student, and community demand. The unique delivery model, a cohort hybrid model, will provide a viable pathway for place-bound individuals seeking to enter management positions.

Staff Recommendation

After careful review of the proposal and supporting materials, staff recommends approval of the Bachelor of Applied Science in Management at Centralia College. The Higher Education Coordinating Board's Education Committee discussed the proposal during its April 10, 2012 meeting and recommended approval by the full Board.

RESOLUTION NO. 12-06

WHEREAS, Centralia College proposes to add a Bachelor of Applied Science in Management;
and

WHEREAS, The program would support Centralia College's mission and the *Strategic Master Plan for Higher Education*; and

WHEREAS, The program would respond to student, employer, and community demand without duplicating existing programs; and

WHEREAS, The program has support from external reviewers; and

WHEREAS, The program would be offered at a reasonable cost; and

WHEREAS, The program would be offered through hybrid delivery at Centralia College;

THEREFORE, BE IT RESOLVED, That the Higher Education Coordinating Board approves the Bachelor of Applied Science in Management at Centralia College, effective April 26, 2012.

Adopted:

April 26, 2012

Attest:

Ethelda Burke, Chair

Earl Hale, Vice Chair